



Iowa Department of Human Services

Kim Reynolds
Governor

Adam Gregg
Lt. Governor

Jerry R. Foxhoven
Director

November 17, 2017

The Honorable Kim Reynolds
Governor
State Capitol Building
LOCAL

Dear Governor Reynolds:

Please find enclosed a copy of the 2017 report to the General Assembly relative to the analysis of employee turnover in nursing facilities. This report was prepared pursuant to a directive contained in House File 2539, Section 71 (82nd G.A.).

In accordance with this legislation, the Department of Human Services was directed to submit a report on an annual basis to the governor and general assembly, which provides an analysis of direct care worker and other nursing facility employee turnover.

Sincerely,

Merea D. Bentrott
Policy Advisor

Enclosure

cc: W. Charles Smithson, Secretary Iowa Senate
Carmine Boal, Chief Clerk of the House



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cc: Kim Reynolds, Governor
Legislative Service Agency
Kris Bell, Senate Democrat Caucus
Josh Bronsink, Senate Republican Caucus
Jeff Mitchell, House Republican Caucus
Zeke Furlong, House Democrat Caucus

Iowa Department of Human Services



Direct Care Worker In Nursing Facilities Turnover Report

December 2017

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Appendix A: Employee Turnover Rates by Job Classification for Each Nursing Facility

I. Introduction and Background

The 2001 Iowa Acts (HF 740) directed the Iowa Department of Human Services (DHS) to begin reimbursing nursing facilities under a modified price-based case-mix reimbursement system beginning July 1, 2001. The components of the case mix reimbursement system resulted from a series of meetings that involved providers, industry association representatives, advocacy organizations, and state agency staff.

Throughout the process, the advocacy organizations stressed the importance of including a provision in the reimbursement structure that would financially recognize a nursing facility's capacity to provide quality of life and appropriate access to medical assistance program beneficiaries in a cost-effective manner. With consensus and support of the organizations that participated in the discussions, reference to an Accountability Measures initiative was included in the legislation. The legislation directed DHS to implement a process to collect data for measurements and develop a program to increase nursing facility payments effective July 1, 2002 based on achievement of multiple favorable outcomes.

Following passage of the legislation, DHS convened a workgroup comprised of industry representatives, advocacy groups, state agency representatives and others interested in long-term care. The charge to the workgroup was to refocus reimbursement on quality, encourage compliance with the Health Care Financing Association (HCFA) (now the Centers for Medicare and Medicaid Services, or CMS) quality indicators and survey process, and to do so in a format that was measurable. Per the legislation, a portion of the Medicaid rates under the new case mix system would be based on a facility's achievement of certain accountability measures that would, in turn, link to reimbursement.

The workgroup ultimately settled on ten measures which then went through the administrative rule review process resulting in enactment of 441 IAC 81.6(16)g. Each measure developed was designed to be an "objective" and "measurable" nursing facility characteristic that indicated quality care, efficiency or a commitment to care for special populations. Members of the workgroup recognized that no single measure ensured a "good facility". There was also recognition that the measures would need to be reviewed and modified as more data became available.

One of the ten measures implemented was High Employee Retention Rate. This data was not available prior to the implementation of the Accountability Measures. Therefore, the cost report form, (DHS Form 470-0030, Financial and Statistical Report) was modified to include an additional schedule (Schedule I) to collect employee retention data. All nursing facilities are required to submit the Financial and Statistical Report to Iowa Medicaid Enterprise on an annual basis within three months after the nursing facilities fiscal year end.

A workgroup made up of industry representatives, advocacy groups, state agency representatives and other interested parties, met annually to review the Accountability Measures in context of the goals developed when the Accountability Measures were initially implemented in SFY 2001. In early 2008 the workgroup concluded, based on research

completed, that a measure based on employee turnover would better align with the work being completed by Medicare. This would allow Iowa data to be compared to national data.

In order to determine if a change of the measure to Employee Turnover rather than Employee Retention was warranted, additional data was needed. In order to collect the needed information, a new employee turnover form was developed by the workgroup and sent to nursing facilities requesting that they complete the form and voluntary submit to the Iowa Medicaid Enterprise. Nursing facilities were requested to complete the form for the period January 1, 2007 through December 31, 2007. This would allow the department and workgroup to collect and analyze the information to allow for future recommendations to the Accountability Measures.

The 2008 general assembly acknowledged in House File (HF) 2539, Section 71 that employee turnover rates in nursing facilities should be documented but also recognized that this information was not currently being collected. The department was directed to modify the nursing facility cost report to capture information on the turnover rates of direct care and other employees of nursing facilities. The department was also required to submit a report on an annual basis to the governor and general assembly which provides an analysis of direct care worker and other nursing facility employee turnover by individual nursing facility, a comparison of the turnover rate in each individual nursing facility with the state wide average, and an analysis of any improvement or decline in meeting any accountability goals or other measures related to turnover rates. The annual report was to include any data available regarding turnover rate trends, and other information the department deemed appropriate.

The department provided public notice on November 13, 2008 of the changes to the cost report and submission requirements. The cost report was modified to include a new schedule that required nursing facilities to report turnover rates of direct care and other employees of the nursing facility. This schedule is identified as Schedule I-1 and is required to be submitted for all cost reports completed on or after December 1, 2008. The department submitted a Medicaid State Plan Amendment reflecting this change to the Centers for Medicare and Medicaid and received approval effective December 1, 2008.

The 2009 general assembly further required in House File (HF) 811, Section 32, that the department implement a system to recognize nursing facilities that provide improved quality of life and appropriate access to medical assistance program beneficiaries in a cost-effective manner. The department adopted administrative rules which rename the program as the "Pay for Performance" program and would direct its implementation. As part of the pay for performance program, the employee retention benchmark was changed to a measure of employee turnover. The legislature did not provide funding for the program in 2010 and has not funded the program since that time; however, employee turnover data continues to be collected annually.

II. Observations

The summary below uses data from nursing facilities who submitted Schedule I-1 of the Financial and Statistical Report, Form 470-0030. The data represents Schedule I-1 forms received with fiscal year ends occurring during calendar year 2016. However, not all nursing facilities complied with the requirements or did not submit complete data that could be used in the analysis.

Schedule I-1 collects data for the following job classifications: administrator, business office, laundry, housekeeping, maintenance, director of nursing, registered nurse, licensed practical nurse, certified nurse's aide, activities, social services, medical records services, medical director, dietary and other. An employee turnover rate is calculated for each job classification, a facility-wide rate and a nursing only rate. The nursing only rate includes the director of nursing, registered nurse, licensed practical nurse and certified nurse's aide. Contracted employees are not reported. Therefore the number of providers reporting data for each job classification varies.

The table below provides a summary of the employee turnover rates by job classification for cost reports received with fiscal year ends occurring during calendar year 2016. See Appendix A for employee turnover rates by job classification for each nursing facility that submitted data.

Job Classification	Number of Providers	Number of providers with Zero Turnover	Minimum Turnover Rate	Maximum Turnover Rate	Average Turnover Rate
Administrator	423	330	0%	400%	29%
Business Office	423	297	0%	427%	21%
Laundry	423	279	0%	1200%	41%
Housekeeping	423	123	0%	1800%	63%
Maintenance	423	266	0%	436%	31%
Director of Nursing	423	286	0%	600%	39%
Registered Nurse	423	48	0%	764%	54%
Licensed Practical Nurse	423	64	0%	441%	48%
CNA	423	8	0%	336%	63%
Activities	423	234	0%	467%	32%
Social Services	423	332	0%	600%	22%
Medical Records	423	393	0%	600%	10%
Medical Director	423	420	0%	300%	1%
Dietary	423	37	0%	1418%	74%
Other Staff	423	284	0%	606%	27%
Total Facility	423	6	0%	243%	53%
Total Nursing	423	6	0%	272%	58%

The table below provides a summary of the employee turnover rates by job classification for each nursing facility cost report received from January 2016 through December 2016, (identified as 2017 Report) and cost reports received with fiscal year ends occurring during calendar year 2015 (identified as 2016 Report).

Job Classification	Number of Providers		Number of providers with Zero Turnover		Percent of Providers With Zero Turnover		Minimum Turnover Rate		Maximum Turnover Rate		Average Turnover Rate	
	2016 Report	2017 Report	2016 Report	2017 Report	2016 Report	2017 Report	2016 Report	2017 Report	2016 Report	2017 Report	2016 Report	2017 Report
Administrator	411	423	335	330	82%	78%	0%	0%	400%	400%	23%	29%
Business Office	411	423	283	297	69%	70%	0%	0%	600%	427%	23%	21%
Laundry	411	423	261	279	64%	66%	0%	0%	1200%	1200%	33%	41%
Housekeeping	411	423	141	123	34%	29%	0%	0%	1200%	1800%	42%	63%
Maintenance	411	423	268	266	65%	63%	0%	0%	218%	436%	24%	31%
Director of Nursing	411	423	319	286	78%	68%	0%	0%	353%	600%	24%	39%
Registered Nurse	411	423	48	48	12%	11%	0%	0%	240%	764%	48%	54%
Licensed Practical Nurse	411	423	64	64	16%	15%	0%	0%	364%	441%	43%	48%
CNA	411	423	8	8	2%	2%	0%	0%	223%	336%	58%	63%
Activities	411	423	242	234	59%	55%	0%	0%	200%	467%	27%	32%
Social Services	411	423	339	332	82%	78%	0%	0%	900%	600%	19%	22%
Medical Records	411	423	387	393	94%	93%	0%	0%	240%	600%	6%	10%
Medical Director	411	423	409	420	100%	99%	0%	0%	100%	300%	0%	1%
Dietary	411	423	37	37	9%	9%	0%	0%	500%	1418%	61%	74%
Other Staff	411	423	279	284	68%	67%	0%	0%	300%	606%	20%	27%
Total Facility	411	423	5	6	1%	1%	0%	0%	162%	243%	48%	53%
Total Nursing	411	423	6	6	1%	1%	0%	0%	169%	272%	52%	58%

III. Appendices

Appendix A: Employee Turnover Rates by Job Classification for Nursing Facilities

Employee Turnover Rate by Job Classification For Nursing Facilities

Employee Turnover Rate by Job Classification For Nursing Facilities

Employee Turnover Rate by Job Classification For Nursing Facilities
 Data Source: Schedule L-1 items received with fiscal year end occurring during calendar year 2016

Provider Name	FYE	Administrator		Administrator		Business Office		Business Office		Laundry		Laundry		Housekeeping		Housekeeping		Maintenance		Maintenance		DON		DON		RN		RN		Registered		LPN		LPN		Licensed		CNA		CNA		Certified	
		Average for the Year	Total Terminations	Administrator	Average for the Year	Total Terminations	Business Office	Average for the Year	Total Terminations	Business Office	Average for the Year	Laundry Total	Laundry	Average for the Year	Total Terminations	Housekeeping	Average for the Year	Total Terminations	Housekeeping	Maintenance Average for the Year	Total Terminations	Maintenance	Average for the Year	Total Terminations	D.O.N. for the Year	RN Average for the Year	RN Total Terminations	Registered Nurse	RN Average for the Year	RN Total Terminations	LPN Average for the Year	LPN Total Terminations	Licensed Practitioner	CNA Average for the Year	CNA Total Terminations	CNA Practitioner	Certified Nurses Aide						
Good Samaritan Society-Alvord	12/31/2016	1.00	1.00	92%	4.00	4.00	0%	4.00	1.00	25%	5.00	6.00	0%	3.83	1.00	26%	3.00	0.00	0%	12.40	3.00	24%	7.00	0.00	0%	54%	72.33	21.00	32%	56.75	64%												
Good Samaritan Society-Chesapeake	12/31/2016	1.00	0.90	95%	9.25	1.00	11%	3.00	0.00	0%	11.87	2.00	24%	3.92	1.00	26%	2.50	2.00	38%	15.93	9.00	57%	18.42	10.00	54%	54%	67.75	62.00	54%	51%	51%												
Good Samaritan Society-Etheridge	12/31/2016	1.00	0.90	95%	6.25	1.00	16%	2.25	4.00	17%	4.02	1.00	20%	3.83	0.00	0%	1.00	0.00	0%	15.25	1.00	20%	8.58	0.00	0%	54%	57.25	29.00	51%	56.00	51%												
Good Samaritan Society-Fernande	12/31/2016	1.00	0.90	95%	1.00	1.00	100%	0.00	0.00	0%	2.00	0.00	0%	0.52	1.00	100%	1.17	1.00	27%	3.75	1.00	100%	5.00	0.00	0%	54%	19.00	16.00	52%	52%	52%												
Good Samaritan Society-Glover City	12/31/2016	0.00	1.00	100%	2.50	0.00	0%	2.00	0.00	0%	2.00	0.00	0%	0.75	1.00	100%	2.25	1.00	44%	1.00	1.00	0%	1.00	0.00	0%	2.50	1.00	27%	2.75	12.42	4.00	40%	5.00	40%									
Good Samaritan Society-Hamilton	12/31/2016	1.00	0.00	95%	1.00	0.00	95%	2.00	0.00	0%	2.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	2.50	0.00	0%	2.50	1.00	27%	2.00	0.00	0%	42%	12.00	22.00	52%	52%	52%									
Good Samaritan Society-Hinsdale	12/31/2016	1.00	1.00	100%	6.25	0.00	0%	4.50	1.00	21%	4.67	1.00	20%	5.00	5.00	214%	2.00	0.00	0%	17.75	1.00	27%	3.75	1.00	26%	11.42	11.00	95%	47.67	56.00	55%	55%	55%										
Good Samaritan Society-Le Mars	12/31/2016	1.00	0.00	95%	2.83	1.00	35%	2.00	0.00	0%	3.17	1.00	20%	2.00	0.00	0%	2.00	0.00	0%	2.25	1.00	44%	7.33	2.00	27%	5.57	3.00	54%	19.25	19.00	52%	52%	52%										
Good Samaritan Society-Minooka	12/31/2016	1.00	0.00	95%	2.00	0.00	0%	0.00	0.00	0%	3.42	1.00	20%	2.00	0.00	0%	2.00	0.00	0%	2.00	1.00	20%	2.00	0.00	0%	42%	12.00	22.00	52%	52%	52%												
Good Samaritan Society-Northville	12/31/2016	1.00	0.00	95%	2.00	0.00	0%	1.00	0.00	0%	3.00	1.00	20%	3.67	1.00	20%	2.00	0.00	0%	2.50	1.00	40%	6.00	2.00	27%	18.42	6.00	55%	81.00	45%	45%	45%	45%										
Good Samaritan Society-Parkville	12/31/2016	1.00	0.00	95%	2.00	0.00	0%	2.00	0.00	0%	5.00	1.00	20%	0.00	1.00	0%	1.00	0.00	0%	7.92	1.00	63%	3.58	1.00	0%	42%	12.00	37.00	45%	45%	45%												
Good Samaritan Society-Red Oak	12/31/2016	1.50	1.00	97%	6.75	1.00	21%	2.50	0.00	0%	4.50	1.00	20%	2.00	0.00	0%	2.00	0.00	0%	2.50	1.00	39%	6.33	1.00	27%	10.17	8.00	79%	32.75	70%	23.00	70%	70%										
Good Samaritan Society-Saint Amier	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	0.00	0.00	0%	0.00	1.00	0%	3.67	1.00	20%	2.00	0.00	0%	3.75	1.00	27%	2.00	0.00	0%	39%	11.00	7.00	31%	31%	31%												
Good Samaritan Society-Salem Lakes	12/31/2016	0.00	0.00	95%	3.75	2.00	51%	1.00	0.00	0%	4.92	5.00	102%	2.67	1.00	20%	2.75	2.00	20%	7.32	2.00	20%	6.00	6.00	69%	12.67	6.00	47%	18.00	34%	34%	34%	34%										
Good Samaritan Society-Villages	12/31/2016	0.83	0.00	95%	2.00	0.00	0%	2.00	0.00	0%	2.00	1.00	20%	1.00	0.00	0%	1.00	0.00	0%	6.25	1.00	20%	3.00	0.00	0%	42%	12.00	22.00	52%	52%	52%												
Good Samaritan Society-Waukon	12/31/2016	0.00	0.00	95%	2.00	0.00	0%	2.00	0.00	0%	2.00	1.00	20%	1.00	0.00	0%	1.00	0.00	0%	2.50	1.00	20%	5.17	1.00	20%	24.77	12.00	38%	38%	38%													
Good Shepherd Health Center	9/28/2016	2.00	0.00	95%	12.00	5.00	41%	6.00	0.00	0%	14.50	1.00	21%	6.08	0.00	0%	1.00	0.00	0%	15.33	1.00	20%	2.00	0.00	0%	23.33	5.00	12.00	118.33	58.00	50%	50%	50%										
Grace Care Center LLC	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.50	1.00	20%	1.50	1.00	0%	1.00	0.00	0%	1.00	1.00	0%	7.12	1.00	71%	4.25	1.00	0%	14.25	4.00	32%	12.42	41%										
Grand Iowa	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%						
Grandview Care Center	12/31/2016	0.00	0.00	95%	3.00	0.00	0%	3.00	0.00	0%	7.50	1.00	20%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%						
Great Heights Inc.	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%						
Great River Health Center	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	2.00	0.00	0%	2.00	1.00	20%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%						
Great River Medical Center	6/9/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%						
Oconee County Medical Center	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%						
Gresham Rehab & Health Care Center	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%						
Grissom Rehab & Health Care Center	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%						
Holiday Inn & Suites - Atlantic City	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%			
Holiday Inn & Suites - Cedar Rapids	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%
Holiday Inn & Suites - Des Moines	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%
Holiday Inn & Suites - Fort Dodge	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%
Holiday Inn & Suites - Iowa City	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%
Holiday Inn & Suites - Waterloo	12/31/2016	1.00	0.00	95%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00																									

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Employee Turnover Rate by Job Classification For Nursing Facilities

Employee Turnover Rate by Job Classification For Nursing Facilities
 Data Source: Schedule H-1 forms received with fiscal year end occurring during calendar year 2016

Provider Name	FYE	Administrator		Administrator		Business Office		Business Office		Laundry		Housekeeping		Housekeeping		Maintenance		Maintenance		DON		DON		RN		RN		Registered		LPN		LPN		Licensed		CNA		CNA	
		Average for the Year	Total Terminations	Average for the Year	Total Terminations	Average for the Year	Total Terminations	Replaces Officer	Average for the Year	Laundry Total	Laundry Terminations	Laundry	Average for the Year	Total Terminations	Housekeeping	Average for the Year	Total Terminations	Maintenance	Average for the Year	Total Terminations	DON Average for the Year	DON Total Terminations	D.O.N.	RN Average for the Year	RN Total Terminations	Nurse	LPN Average for the Year	LPN Total Terminations	Practical Nurse	CNA Average for the Year	CNA Total Terminations	CNA Nurses Aide							
Seaford Senior Care - Sheldon	1/18/2016	1.00	0.00	0%	0.00	0.00	0%	1.67	1.00	60%	7.90	1.00	13%	3.75	1.00	27%	1.00	0.00	0%	7.90	3.00	42%	5.33	1.00	19%	17.00	2.00	25.33	68%	17.00	2.00	25.33	68%						
Scenic Manor	1/25/2016	1.00	0.00	0%	2.00	0.00	0%	1.67	1.00	60%	11.17	0.00	72%	2.75	0.00	0%	1.00	0.00	0%	7.93	8.00	162%	12.00	2.00	17%	37.00	2.00	55.00	68%	37.00	2.00	55.00	68%						
Scottish Rite Park	1/01/2016	1.00	0.00	0%	5.58	1.00	18%	2.00	0.00	0%	5.00	0.00	0%	3.92	0.00	0%	1.00	0.00	0%	5.00	3.00	100%	1.58	5.00	140%	7.00	1.00	14%	14%	1.00	0%	30%	30%	14%	1.00	0%	30%		
Shady Oaks	6/18/2016	1.00	0.00	0%	2.83	1.00	35%	1.58	1.00	63%	4.83	2.00	41%	2.17	3.00	138%	1.00	0.00	0%	1.00	0.00	0%	12.25	4.00	33%	11.00	5.00	85%	81%	11.00	5.00	85%	81%						
Sheffield Care Center	1/01/2016	1.00	0.00	0%	1.00	0.00	0%	0.67	0.00	0%	0.67	0.00	0%	0.50	0.00	0%	1.00	0.00	0%	0.67	0.00	0%	0.67	0.00	0%	1.00	0.00	0%	0.67	0.00	0%	0.67	0.00	0%					
Sheffield Care Center	1/23/2016	1.00	1.00	100%	1.00	0.00	0%	2.67	3.00	11%	3.00	2.00	67%	0.75	1.00	133%	1.00	0.00	0%	4.75	4.00	84%	6.50	2.00	31%	17.50	1.00	13%	17.50	1.00	13%	17.50	1.00	13%					
Sheoli Rock Senior Living	1/23/2016	1.00	1.00	100%	1.00	0.00	0%	2.00	1.00	50%	4.83	5.00	103%	1.00	1.00	100%	1.00	0.00	0%	5.30	1.00	18%	3.00	1.00	17%	26.42	1.00	19%	19.00	1.00	19%	38%	19.00	1.00	19%	38%			
Sibley Specialty Care	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.92	1.00	26%	0.00	0.00	0%	1.00	0.00	0%	5.33	1.00	19%	3.00	0.00	0%	21.00	7.00	33%	21.00	7.00	33%					
Simpson Health Care	1/25/2016	1.00	2.00	200%	1.00	0.00	0%	2.00	0.00	0%	2.00	0.00	0%	1.00	0.00	0%	2.00	0.00	0%	1.00	0.00	0%	2.42	3.00	124%	2.00	1.00	17%	10.25	7.00	68%	10.25	7.00	68%					
Simpson Memorial Home	6/09/2016	1.00	0.00	0%	2.08	0.00	0%	2.08	0.00	0%	2.08	0.00	0%	3.00	0.00	0%	4.00	0.00	0%	6.42	0.00	0%	6.00	5.00	100%	5.00	5.00	100%	25.67	15.00	52%	25.67	15.00	52%					
Sixes Care Center	1/25/2016	0.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	2.00	0.00	0%	2.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Sixes Nursing Care Center	1/25/2016	1.00	0.00	0%	3.02	0.00	0%	2.50	0.00	0%	2.50	0.00	0%	3.00	0.00	0%	2.25	0.00	0%	3.00	0.00	0%	1.00	0.00	0%	12.75	6.00	22%	12.75	6.00	22%								
Southgate Specialty Care	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	5.67	1.00	55%	1.00	0.00	0%	1.00	0.00	0%	6.25	4.00	64%	13.00	6.00	45%	13.00	6.00	45%								
Southfield Wellness Community	1/25/2016	0.00	0.00	0%	2.00	0.00	0%	0.67	0.00	0%	0.67	0.00	0%	1.00	0.00	0%	8.17	0.00	0%	6.00	0.00	0%	3.00	0.00	0%	8.67	0.00	0%	8.67	0.00	0%								
Southgate Specialty Care	1/25/2016	2.00	1.00	50%	1.00	0.00	0%	1.17	1.00	60%	1.00	0.00	0%	5.00	1.00	20%	1.00	0.00	0%	9.83	2.00	20%	6.42	9.00	140%	32.00	2.00	20%	29.00	2.00	20%								
Spurgreen Manor, Inc.	9/09/2016	1.00	0.00	0%	3.25	1.00	31%	0.67	0.00	0%	6.00	0.00	0%	4.00	0.00	0%	4.00	0.00	0%	5.30	1.00	17%	4.50	2.00	20%	45.50	2.00	20%	45.50	2.00	20%								
St. Anthony Nursing Home	6/09/2016	1.00	0.00	0%	3.00	0.00	0%	2.00	0.00	0%	7.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	10.50	1.00	10%	8.92	1.00	14%	19.00	1.00	14%	19.00	1.00	14%								
St. Francis Manor	1/25/2016	1.00	0.00	0%	6.00	0.00	0%	1.00	0.00	0%	6.00	0.00	0%	5.00	0.00	0%	7.00	0.00	0%	10.00	0.00	0%	10.00	0.00	0%	10.00	0.00	0%											
St. Luke's Senior Home, Inc.	1/25/2016	1.25	1.00	83%	5.00	0.00	0%	2.25	0.00	0%	2.25	0.00	0%	4.00	0.00	0%	7.42	1.00	10%	12%	1.00	0%	11%	7.25	2.00	20%	34%	5.00	100%	34%	5.00	100%	34%						
St. Mary Healthcare & Rehabilitation	1/25/2016	1.00	0.00	0%	3.00	0.00	0%	2.00	0.00	0%	5.08	2.00	30%	1.00	0.00	0%	1.00	0.00	0%	6.42	0.00	0%	6.00	5.00	100%	21.67	2.00	20%	10.25	1.00	14%								
Staytice Community Nursing Home	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	3.67	1.00	10%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	6/09/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	4.42	1.00	10%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%								
Staytice Knoll Care Center	1/25/2016	1.00	0.00</td																																				

Employee Turnover Rate by Job Classification For Nursing Facilities

Data Source: Employee Turnover Rate by Job Classification for Non-Union Positions
Schedule 101 forms received with fiscal year ends occurring during calendar year 2016

Employee Turnover Rate by Job Classification For Nursing Facilities																											
Data Source: Schedule I-1 form received with fiscal year ends occurring during calendar year 2016																											
Provider Name	FYE	Activity		Social Services		Social Services		Medical Records		Medical Records		Medical Director		Medical Director		Dietary Service		Dietary Service		Other Staff		Other Staff		Total		Nursing Only	
		Average for The Year	Activities Total	Average for The Year	Total	Average for The Year	Total	Terminations	Terminations	Records	Records	Average for The Year	Total	Terminations	Terminations	Average for The Year	Total	Terminations	Terminations	Other Staff	Other Staff	Total	Terminations	Total	Nursing Only	Terminations	Nursing Only
Good Samaritan Society-Alpena	12/31/2016	4.33	1.00	21%	1.00	0.00	0%	1.8%	1.00	92%	0.00	0.00	0%	0.00	27.75	7.00	25%	1.00	0.00	0%	148,42	35,00	26%	94,43	24,00	27%	
Good Samaritan Society-Davenport	12/31/2016	5.06	0.00	0%	5.06	1.00	20%	3.9%	0.00	9%	0.00	0.00	0%	0.00	35,42	31,00	88%	1.00	0.00	0%	171,50	135,00	55%	136,25	83,00	61%	
Good Samaritan Society-Eethorville	12/31/2016	3.67	0.00	0%	2.25	2.00	95%	1.00	0.00	0%	0.00	0.00	0%	0.00	16,08	13,00	91%	1.00	0.00	0%	125,17	54,00	43%	82,92	31,00	40%	
Good Samaritan Society-Fountainelle	12/31/2016	1.17	1.00	86%	0.00	0.00	0%	0.75	1.00	133%	0.00	0.00	0%	0.00	8,08	8,00	99%	0.00	0.00	0%	45,42	26,00	57%	31,06	14,00	45%	
Good Samaritan Society-Forest City	12/31/2016	3.00	2.00	67%	1.00	0.00	0%	1.50	0.00	0%	0.00	0.00	0%	0.00	14,07	7,00	49%	1.00	0.00	0%	104,50	25,00	39%	104,50	14,00	39%	
Good Samaritan Society-Gorge	12/31/2016	1.42	2.00	14%	0.92	1.00	100%	0.00	0.00	0%	0.00	0.00	0%	0.00	8,42	3,00	26%	1.00	0.00	0%	49,33	12,00	30%	28,58	8,00	29%	
Good Samaritan Society-Holiday	12/31/2016	1.07	4.00	12%	1.00	1.00	100%	1.00	0.00	0%	0.00	0.00	0%	0.00	16,50	6,00	36%	1.00	0.00	0%	95,17	47,00	49%	60,42	31,00	51%	
Good Samaritan Society-Industries	12/31/2016	6.75	1.00	15%	2.00	0.00	0%	2.92	2.00	69%	0.00	0.00	0%	0.00	21,42	13,00	61%	1.00	0.00	0%	119,50	76,00	64%	64,58	52,00	61%	
Good Samaritan Society-Le Mars	12/31/2016	5.33	1.00	19%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	14,92	3,00	20%	1.00	0.00	0%	57,75	38,00	35%	73,67	32,00	43%	
Good Samaritan Society-Massee	12/31/2016	3.06	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	8,92	6,00	67%	23,00	40%	34,42	16,00	46%	16,00	14,00	44%		
Good Samaritan Society-Newell	12/31/2016	4.73	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	11,33	3,00	26%	1.00	0.00	0%	53,81	17,00	22%	53,81	14,00	44%	
Good Samaritan Society-Omaha	12/31/2016	4.45	1.00	21%	4.00	1.00	25%	1.25	1.00	100%	0.00	0.00	0%	0.00	25,17	2,00	12%	1.00	0.00	0%	115,54	28,00	25%	123,25	53,00	44%	
Good Samaritan Society-Plymouth	12/31/2016	1.42	1.00	9%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	9,50	1.00	95%	0.00	0.00	0%	75,75	31,00	41%	50,58	21,00	42%	
Good Samaritan Society-Rose City	12/31/2016	2.06	0.00	0%	2.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	13,13	14,00	105%	2,00	0.00	0%	87,75	55,00	63%	51,83	37,00	71%	
Good Samaritan Society-Saint Ansgar	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	9,67	1.00	21%	0.00	0.00	0%	52,33	13,00	25%	34,00	10,00	29%	
Good Samaritan Society-Salem Lutheran	12/31/2016	2.67	2.00	75%	2.42	1.00	41%	1.00	0.00	0%	0.00	0.00	0%	0.00	13,17	8,00	61%	1.00	0.00	0%	81,83	45,00	55%	48,33	23,00	52%	
Good Samaritan Society-Villages	12/31/2016	2.00	0.00	0%	1.50	1.00	67%	0.00	0.00	0%	0.00	0.00	0%	0.00	7,75	2,00	21%	0.00	0.00	0%	49,45	13,00	26%	28,45	10,00	35%	
Good Samaritan Society-Walkers	12/31/2016	3.00	0.00	0%	2.00	0.00	0%	2.33	3.00	25%	0.00	0.00	0%	0.00	16,92	6,00	36%	0.00	0.00	0%	104,50	35,00	35%	72,25	30,00	55%	
Good Shepherd Health Center	12/31/2016	3.53	1.00	100%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	10,17	1.00	100%	0.00	0.00	0%	68,43	18,00	20%	68,43	17,00	40%	
Great Care Center LLC	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	35,67	14,00	53%	55,17	11,00	20%	29,58	10,00	45%				
Grand Haven Care Center	12/31/2016	3.00	0.00	0%	0.42	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	11,92	8,00	87%	1.00	0.00	0%	48,50	39,00	41%	56,42	25,00	44%	
Grandview Care Center	12/31/2016	1.33	1.00	75%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	16,42	2,00	12%	11,00	1.00	0%	142,75	43,00	30%	95,42	31,00	35%	
Grandview Health Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	6,66	2,00	33%	10,00	0.00	0%	34,42	10,00	25%	18,00	4,00	45%	
Grandview Heights, Inc.	12/31/2016	3.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	15,08	1.00	100%	0.00	0.00	0%	104,50	12,00	32%	104,50	12,00	35%	
Grange Nursing & Rehab Center	12/31/2016	2.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	12,00	1.00	100%	0.00	0.00	0%	42,55	12,00	23%	23,17	10,00	25%	
Grove River Center	12/31/2016	1.75	1.00	57%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	7,25	4,00	55%	0.00	0.00	0%	21,17	12,00	35%	21,17	10,00	35%	
Great River Medical Center	6/30/2016	2.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	7,75	6,00	18%	15,50	0.00	0%	43,00	49,00	11%	42,69	25,00	25%	
Oconee County Medical Center	4/30/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	11,07	0.00	0%	0.00	0.00	0%	111,17	35,00	31%	111,17	35,00	31%	
Greenfield Rehab & Health Care Center	12/31/2016	1.92	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	11,33	7,00	62%	0.00	0.00	0%	57,58	32,00	56%	57,58	22,00	65%	
Grandfield Care Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	7,00	0.00	0%	0.00	0.00	0%	12,00	10,00	20%	12,00	10,00	20%	
Grandfield County Memorial Hospital	6/30/2016	2.17	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	12,00	0.00	0%	0.00	0.00	0%	21,17	12,00	32%	21,17	12,00	32%	
Hedgebrook Health Center	6/30/2016	4.54	1.00	22%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	10,33	6,00	58%	0.00	0.00	0%	61,17	24,00	36%	55,33	16,00	45%	
Hegg Men's Health Center Valley Manor	6/30/2016	4.42	1.00	23%	2.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	21,58	1.00	5%	21,58	0.00	0%	129,00	12,00	35%	129,00	12,00	35%	
Henn County Health Center	6/30/2016	2.12	3.00	157%	1.00	1.00	100%	0.00	0.00	0%	0.00	0.00	0%	0.00	21,58	1.00	5%	21,58	0.00	0%	129,00	12,00	35%	129,00	12,00	35%	
Heritage Care & Rehabilitation Cen	12/31/2016	2.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	17,75	0.00	0%	0.00	0.00	0%	55,58	12,00	32%	55,58	12,00	32%	
Heritage Care & Rehabilitation - Iowa Falls	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	17,75	0.00	0%	0.00	0.00	0%	55,58	12,00	32%	55,58	12,00	32%	
Heritage Health Center	12/31/2016	4.13	1.00	23%	2.00	0.00	0%	2.00	0.00	0%	0.00	0.00	0%	0.00	25,08	3,00	10%	31,00	12,00	32%	26,33	3,00	11%	121,00	27,00	47%	
Heritage Nursing Home of Bancroft	12/31/2016	1.03	1.00	55%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	7,58	1.00	17%	7,58	0.00	0%	53,25	13,00	33%	53,25	13,00	33%	
Heritage Specialty Care	12/31/2016	2.58	1.00	39%	2.92	0.00	0%	1.11	2.00	100%	0.00	0.00	0%	0.00	19,09	0.00	0%	19,09	0.00	0%	95,44	3,00	10%	95,44	3,00	10%	
Holiday Inn & Suites	12/31/2016	3.00	0.00	0%	2.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	42,75	0.00	0%	42,75	0.00	0%	42,75	0.00	0%	42,75	0.00	0%	
Holiday Inn & Suites - Perry	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	14,83	0.00	0%	14,83	0.00	0%	43,33	0.00	0%	43,33	0.00	0%	
Holiday Inn & Suites - Vinton	6/31/2016	3.00	0.00	0%	1.00	0.00																					

Employee Turnover Rate by Job Classification For Nursing Facilities

Data Source: Schedule I-1 forms received with fiscal year ends received during calendar year 2016

Provider Name	FYE	Activities		Social Services		Medical Records		Medical Director		Medical		Dietary Service		Other Staff		Other Staff		Total		Nursing Only		Nursing Only		
		Average for The Year	Activities Total	Average for The Year	Social Services Total	Social Services	Average for The Year	Medical Records Total	Medical Records	Average for The Year	Director Total	Total Terminations	Dietary Service Average for The Year	Dietary Service Total	Dietary Service	Average for The Year	Total Terminations	Other Staff Total	Other Staff	Total	Total	Nursing Only Average for The Year	Nursing Only Total Terminations	Nursing Only Total
Mechanicsville Specialty Care	12/31/2016	1.25	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	1.42	0.00	0%	0.00	0.00	42.83	28.00	65%	24.87	17.00	69%	
Mercy Living Center - North	5/30/2016	2.00	0.00	0%	7.00	0.00	0%	0.00	0.00	0%	1.00	0.00	15.42	7.00	0%	0.00	0.00	99.00	24.00	4%	63.58	2.00	3%	
Mercy Living Center - South	5/30/2016	5.00	0.00	0%	2.00	0.00	0%	0.00	0.00	0%	1.00	0.00	13.00	0.00	0%	0.00	0.00	135.67	9.00	7%	85.67	7.00	8%	
Mercy Living Plus	5/30/2016	1.46	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0.89	0.00	0%	0.00	0.00	24.80	0.00	0%	21.00	0.00	0%	
Mercy Medical Ctr - Centerville	6/30/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%
Mercy Medical Ctr - Dyerville	5/31/2016	3.00	0.00	0%	1.00	0.00	0%	1.77	0.00	0%	1.00	0.00	15.54	4.00	0%	0.00	2.00	20.00	15.00	7%	24.25	13.00	4%	
Mercy Medical Center	5/31/2016	1.00	0.00	0%	1.00	0.00	0%	2.00	0.00	0%	0.00	0.00	28.25	13.00	40%	2.00	0.00	115.50	44.00	3%	59.58	29.00	4%	
Mercy Manor Residential	5/31/2016	1.00	1.00	33%	1.00	0.00	0%	2.00	0.00	0%	0.00	0.00	0.00	0.00	0%	0.00	0.00	27.33	6.00	2%	19.25	66.00	37%	
Mercy-Wick Health Center	3/31/2016	7.50	0.00	0%	2.00	1.00	50%	0.32	1.00	10%	0.00	0.00	0.00	0.00	0%	0.00	0.00	27.33	1.00	4%	36.75	44.00	51%	
Midlands Living Center LLP	12/31/2016	3.00	0.00	0%	2.00	0.00	0%	1.00	0.00	0%	1.00	0.00	16.67	9.00	54%	0.00	0.00	104.92	51.00	4%	63.33	36.00	57%	
Millford Nursing Center	12/31/2016	2.92	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	11.58	8.00	69%	3.64	0.00	75.97	31.00	41%	50.68	23.00	46%	
Mill Pond	9/30/2016	3.75	2.00	57%	0.00	0.00	0%	1.00	0.00	0%	0.00	0.00	18.83	6.00	32%	1.42	0.00	10.00	47.00	36%	24.57	20.00	37%	
Mill Valley Care Center	12/31/2016	2.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	1.00	0.00	12.55	5.00	41%	1.75	0.00	0.00	27.00	0.00	0%	30.40	7.50	4%
Miller Care Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	13.06	1.00	8%	0.00	0.00	74.42	32.00	4%	47.83	25.00	52%	
Minneapolis Specialty Care	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	9.67	6.00	62%	0.00	0.00	41.33	23.00	5%	23.83	19.00	4%	
Minicilla Nursing & Rehab Center	12/31/2016	2.75	2.00	73%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	21.50	16.00	74%	5.17	1.00	86.00	120.00	4%	84.92	71.00	51%	
Minotore Health Center, Inc.	9/30/2016	2.00	0.00	0%	0.00	0.00	0%	1.00	0.00	0%	0.00	0.00	8.67	6.00	69%	0.00	0.00	56.25	27.00	4%	33.00	18.00	55%	
Morning Sun Care Center	12/31/2016	1.25	1.00	80%	0.00	0.00	0%	0.67	1.00	150%	0.00	0.00	9.92	2.00	20%	6.50	1.00	46%	71.75	23.00	3%	43.58	18.00	25%
Morningside Healthcare Community	12/31/2016	2.67	2.00	75%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	8.88	0.00	0%	0.00	0.00	52.77	26.00	4%	37.00	20.00	4%	
Mosby Health Care Center	12/31/2016	4.40	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	11.17	7.00	63%	2.57	0.00	9.00	22.00	4%	44.67	11.00	33%	
Notre Dame	12/31/2016	2.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	10.25	8.00	78%	0.00	0.00	57.58	49.00	3%	44.42	36.00	41%	
New Alday Lifecare	12/31/2016	1.92	2.00	15%	2.25	1.00	44%	1.00	0.00	0%	0.00	0.00	48.17	35.00	73%	4.25	1.00	36.00	128.67	3%	177.58	129.00	73%	
New Hampton Nursing & Rehab Center	12/31/2016	2.92	1.00	34%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	12.83	14.00	100%	0.00	0.00	78.92	53.00	6%	54.08	36.00	65%	
New London Specialty Care	12/31/2016	1.83	1.00	55%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	8.50	4.00	47%	0.00	0.00	52.00	26.00	5%	32.17	21.00	65%	
Newman Health Center	12/31/2016	1.42	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	7.08	3.00	42%	0.00	0.00	57.00	48.00	3%	35.85	36.00	52%	
Newman Village Health Care Center	12/31/2016	1.17	2.00	63%	1.25	1.00	80%	0.00	0.00	0%	0.00	0.00	15.00	1.00	63%	0.00	0.00	49.00	10.00	4%	45.00	10.00	51%	
Northland Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	3.75	0.00	0%	0.00	0.00	21.00	0.00	0%	18.00	0.00	0%	
North Lake	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	10.08	20.00	188%	0.00	0.00	51.00	13.00	3%	44.00	12.00	65%	
Northbrook Kincare Care Center	12/31/2016	1.92	1.00	52%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	11.17	7.00	63%	2.57	0.00	92.42	40.00	4%	60.33	25.00	41%	
Northcare & Rehab	12/31/2016	1.92	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	10.25	12.00	83%	3.58	1.00	81.67	32.00	3%	59.25	12.00	25%	
NorthCare Specialty Care	12/31/2016	2.00	0.00	0%	2.00	1.00	50%	0.00	0.00	0%	0.00	0.00	13.00	6.00	31%	0.00	0.00	91.00	43.00	4%	60.62	31.00	51%	
Northem Mahaska Specialty Care	12/31/2016	2.17	1.00	46%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	8.67	6.00	69%	0.00	0.00	60.17	35.00	4%	55.00	18.00	41%	
Northgate Care Center	12/31/2016	2.42	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	11.50	3.00	32%	18.17	6.00	60.00	27.00	5%	59.75	23.00	55%	
Northgate Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	14.00	10.00	88%	0.00	0.00	61.17	7.00	4%	53.00	12.00	65%	
Northgate Nursing & Rehab Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	5.00	12.00	25%	2.58	5.00	59.00	47.00	3%	54.00	15.00	68%	
Northgate Senior Care	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	14.00	10.00	88%	0.00	0.00	55.00	41.00	4%	49.00	12.00	65%	
Northgate Special Care Center	12/31/2016	2.13	1.00	43%	1.17	1.00	86%	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%	0.00	0.00	54.87	20.00	4%	31.00	12.00	65%	
Northgate-Mano Care Center	12/31/2016	2.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	11.00	7.00	64%	0.00	0.00	61.58	21.00	4%	34.50	12.00	65%	
Northgate-Mano Care Center	12/31/2016	2.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	9.00	6.00	68%	2.25	0.00	11.44	27.00	3%	28.42	15.00	53%	
Northgate Elwood Center	4/30/2016	1.54	5.00	140%	0.75	0.00	0%	0.00	0.00	0%	0.00	0.00	9.00	0.00	0%	0.00	0.00	45.00	1.00	4%	44.00	12.00	65%	
Northgate Valley Rehab & HC of Muscatine	7/31/2016	1.56	0.00	0%	1.25	1.00	80%	1.00	0.00	0%	0.00	0.00	9.25	2.00	22%	0.00	0.00	70.75	14.00	2%	43.00	12.00	65%	
Northgate Valley Rehab & HC of Washington	7/31/2016	0.75	0.00	0%	0.75	0.00	0%	0.00	0.00	0%	0.00	0.00	10.58	1.00	92%	0.00	0.00	64.00	13.00	4%	44.00	12.00	65%	
Northgate Woods	12/31/2016	0.50	0.00	0%	0.50	0.00	0%	0.00	0.00	0%	0.00	0.00	9.54	0.00	0%	0.00	0.00	64.35	12.00	4%	45.00	12.00	65%	
Northgate Woods	12/31/2016	0.50	0.00	0%	0.50	0.00	0%	0.00	0.00	0%	0.00	0.00	9.54	0.00	0%	0.00	0.00	64.35	12.00	4%	45.00	12.00	65%	
Northgate Woods Care Center	12/31/2016	2.13	2.00	86%	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	10.25	3.00	21%	0.00	0.00	92.00	18.00	4%	87.00	12.00	65%	
Northgate Woods Center	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	11.33	1.00	100%	0.00	0.00	66.00	5.00	6%	55.17	12.00	65%	
Northgate Woods Center	12/31/2016	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0.00	6.00	0.00	0%	0.00	0.00	33.71	1.00	4%	32.00	12.00	65%	
Northgate Woods Center	12/31/2016	1.00	0.00	0%	1.00																			

Employee Turnover Rates by Job Classification For Nursing Facilities
 Data Source: Schedule L-1 forms received with fiscal year ends occurring during calendar year 2016

Provider Name	FYE	Activities		Social Services		Medical Records		Medical Director		Dietary Service		Other Staff		Total		Nursing Only	Nursing Only Turnovers	Nursing Only %						
		Average For The Year	Terminations Total	Activities	Average For The Year	Total	Social Services	Average For The Year	Services Total	Medical Records	Average For The Year	Director Total	Medical Director	Average For The Year	Total	Biliary Service	Other Staff	Total	Terminations					
Stanford Senior Care - Sheldon	12/31/2016	2.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	18.54	4.00	22%	2.17	1.00	46%	76.75	29.00	38%	34.75	21.00	54%
Scenic Manor	12/31/2016	2.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	28.50	16.00	56%	3.50	2.00	57%	111.58	62.00	55%	57.92	35.00	60%
Scenic Ridge Park	10/31/2016	2.25	1.00	44%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	19.54	13.00	66%	17.67	5.00	28%	98.58	35.00	38%	38.58	15.00	39%
Shady Oaks	6/30/2016	3.00	0.00	0%	2.00	0.00	35%	1.00	0.00	0%	0.00	0%	15.00	0.00	67%	0.00	0.00	0%	103.17	63.00	61%	68.92	45.00	65%
Shady Oaks Care Center	3/31/2016	3.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	12.50	3.00	24%	1.00	0.00	0%	81.67	30.00	35%	56.00	20.00	54%
Shortfield Care Center	12/31/2016	0.25	1.00	40%	1.00	0.00	0%	1.00	1.00	100%	1.00	0.00	0.17	5.00	56%	1.00	0.00	0%	11.75	8.00	66%	22.27	41.00	24%
Shell Rock Senior Living	12/31/2016	1.02	1.00	52%	1.00	0.00	0%	1.00	0.00	0%	1.00	100%	15.58	2.00	13%	0.00	0.00	0%	66.25	25.00	25%	35.92	13.00	36%
Sibley Specialty Care	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	8.50	3.00	35%	0.00	0.00	0%	47.83	12.00	25%	26.42	9.00	26%
Sigourney Health Care	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	1.00	0.00	6.92	2.00	29%	2.67	0.00	0%	35.42	19.00	54%	15.75	13.00	33%
Silverwood Medical Home	6/30/2016	3.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	21.33	8.00	37%	2.92	0.00	0%	85.92	31.00	36%	42.08	28.00	45%
Sister City Center	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	3.00	3.00	100%	1.00	0.00	0%	10.67	10.00	100%	4.00	10.00	0%
Sister Nursing Care Center	12/31/2016	4.83	2.00	41%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	14.33	2.00	13%	2.00	0.00	0%	11.42	4.00	30%	47.00	7.00	51%
Southern Hills Specialty Care	12/31/2016	2.00	2.00	100%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	12.04	11.00	91%	0.00	0.00	0%	92.83	30.00	85%	66.25	12.00	54%
Southfield Wellness Community	12/31/2016	2.00	0.00	0%	1.42	0.00	0%	0.00	0.00	0%	0.00	0%	19.33	5.00	27%	7.75	0.00	0%	55.59	15.00	27%	12.67	3.00	24%
Southbridge Specialty Care	12/31/2016	1.02	1.00	57%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	13.67	11.00	80%	0.00	0.00	0%	76.00	55.00	73%	49.25	40.00	81%
Spokane Manor, Inc.	9/30/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	20.00	12%	52%	7.00	13%	99.83	66.00	66%	64.25	32.00	50%	
Spring Arbor Nursing Home	6/30/2016	3.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	14.00	0.00	0%	0.00	0.00	0%	111.67	13.00	12%	78.67	13.00	17%
Springfield Center	12/31/2016	3.50	1.00	29%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	21.50	15.00	74%	7.00	100%	0%	135.24	30.00	44%	78.33	13.00	45%
St. Luke Lutheran Home, Inc.	12/31/2016	4.25	1.00	24%	1.00	0.00	0%	1.00	0.00	0%	1.00	0.00	22.50	7.00	30%	2.00	0.00	0%	104.09	37.00	34%	79.75	24.00	36%
St. Mary's Healthcare & Rehabilitation	12/31/2016	2.00	0.00	0%	1.00	1.00	0%	0.00	0.00	0%	0.00	0%	10.67	7.00	66%	0.00	0.00	0%	64.75	42.00	65%	37.92	12.00	34%
Stayerville Community Nursing Home	12/31/2016	1.75	1.00	57%	0.50	0.00	0%	0.00	0.00	0%	0.00	0%	8.17	2.00	24%	0.00	0.00	0%	39.50	10.00	25%	20.33	3.00	15%
Statius Care Center	6/30/2016	1.75	1.00	57%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	9.06	6.00	66%	0.00	0.00	0%	59.00	21.00	36%	37.17	12.00	32%
State Center Specialty Care	12/31/2016	3.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	8.00	2.00	25%	0.00	0.00	0%	46.75	9.00	19%	29.00	7.00	24%
StayCare Medical Center	4/30/2016	6.67	1.00	41%	8.00	0.00	25%	2.00	0.00	0%	0.00	0%	46.58	0.00	43%	0.00	0.00	0%	360.00	120.00	35%	240.00	15.00	45%
StayCare Medical Center	8/30/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	10.00	0.00	0%	0.00	0.00	0%	57.50	15.00	28%	51.50	10.00	24%
Stayfield Specialty Care	12/31/2016	1.00	0.00	0%	1.00	1.00	100%	0.00	0.00	0%	0.00	0%	9.33	2.00	20%	0.00	0.00	0%	49.52	30.00	53%	26.00	10.00	56%
Strawberry Point Lutheran Home	12/31/2016	2.33	1.00	43%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	11.33	14.00	11%	0.33	0.00	0%	89.22	62.00	69%	55.08	41.00	74%
Sunny Hill Care Center	12/31/2016	2.08	1.00	48%	0.33	0.00	0%	0.00	0.00	0%	1.00	0.00	8.25	4.00	43%	0.00	0.00	0%	39.52	11.00	34%	34.67	12.00	24%
Sunny Knoll Care Center	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	6.00	3.00	50%	1.00	0.00	0%	27.00	10.00	30%	24.00	10.00	30%
Sunny View Care Center	12/31/2016	7.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	1.00	0.00	19.42	0.00	46%	0.00	0.00	0%	10.00	8.00	75%	71.67	7.00	99%
Sunrise Care Center	12/31/2016	1.25	1.00	80%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	7.42	7.00	94%	0.00	0.00	0%	64.42	73.00	11%	42.75	5.00	12%
Sunrise Nursing Center	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	3.17	17.00	78%	0.00	0.00	0%	51.00	31.00	33%	31.00	10.00	27%
Sunrise Hill Care Center	6/30/2016	4.42	1.00	23%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	19.42	2.00	80%	0.00	0.00	0%	10.00	15.00	19%	45.75	11.00	24%
Sunrise Manor	12/31/2016	5.00	0.00	0%	2.00	0.00	0%	0.00	0.00	0%	0.00	0%	25.00	0.00	43%	0.00	0.00	0%	190.75	80.00	42%	100.00	20.00	55%
Sunrise Terrace Nursing & Rehab Ctr	6/30/2016	3.75	1.00	27%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	13.17	9.00	68%	1.00	0.00	0%	61.00	24.00	46%	33.17	12.00	51%
Sunrise Knoll, Inc.	5/31/2016	1.00	2.00	200%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	6.17	0.00	100%	0.00	0.00	0%	41.92	41.00	98%	28.25	10.00	99%
Sunrise Knoll Care Center	12/31/2016	2.43	1.00	35%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	2.00	0.00	0%	0.00	0.00	0%	32.83	14.00	55%	24.42	10.00	49%
Sunrise Knoll Care Center	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	9.00	0.00	0%	0.00	0.00	0%	10.00	10.00	100%	4.00	10.00	100%
Sunrise Knoll Care Center	12/31/2016	3.17	1.00	33%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	10.17	2.00	50%	0.00	0.00	0%	11.75	12.00	100%	4.00	10.00	100%
Sunrise Knoll Care Center	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	9.25	3.00	32%	1.00	0.00	0%	82.33	12.00	19%	34.42	7.00	18%
Sunrise Knoll Care Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	44.92	27.00	69%	10.00	0.00	0%	26.00	12.00	33%	154.33	60.00	39%
Sunrise Knoll Care Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	29.25	20.00	69%	1.00	0.00	0%	137.75	70.00	51%	77.25	38.00	49%
Sunrise Knoll Care Center	12/31/2016	1.00	0.00	0%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	15.25	8.00	52%	1.00	0.00	0%	16.00	9.00	53%	6.00	3.00	23%
Sunrise Knoll Care Center	12/31/2016	1.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	8.33	0.00	0%	0.00	0.00	0%	15.00	7.00	50%	4.00	2.00	23%
Sunrise Knoll Care Center	12/31/2016	2.17	1.00	50%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	19.33	17.00	90%	2.75	2.00	35%	113.00	60.00	38%	54.55	21.00	54%
Sunrise Knoll Care Center	12/31/2016	5.83	4.00	69%	1.00	0.00	0%	0.00	0.00	0%	0.00	0%	14.92	9.00	69%	3.25	2.00	35%	102.67	52.00	35%	56.00	21.00	55%
Sunrise Gaynor Hospital	6/30/2016	2.00	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	0.00	0%	0.00	0.00	0%	0.00	0.00	0%	40.00	12.00	33%	24.00	12.00	46%
Sunrise Gaynor Hospital	6/30/2016	2.00																						